



# Minutes of the UK Sport Board Meeting held on 26<sup>TH</sup> May 2011

## Present

**Chair** Sue Campbell

**Attendees:** Rod Carr  
Laura McAllister  
Richard Lewis  
Jonathan Vickers  
Philip Kimberley  
Chris Holmes

## UK Sport Staff

Liz Nicholl	Chief Executive
Tim Hollingsworth	Chief Operating Officer
David Cole	Corporate Development Director
Chris Walker	Finance & Investment Director
Peter Keen	Performance Director

**In attendance** Vijay Parbat Legal Advisor

**Board Secretary** Jackie Freeman UK Sport

## 1. Introduction and Apologies for Absence

## Action

The Chair welcomed everybody to the meeting and apologies were received from Dominic Walsh and Louise Martin. Chair congratulated Tim Hollingsworth on his appointment as CEO of the British Paralympic Association and wished him success in his new role.

Board welcomed Sir Philip Craven, President of the International Paralympic Committee, who joined the meeting briefly to sign a joint Memorandum of Understanding in relation to International Development work being carried out by both organisations.

Chair expressed her appreciation of UK Sport's role in winning the bid to host the World Gymnastics Championships in Glasgow in 2015 which would provide an excellent legacy to the Commonwealth Games in 2014. In return, LN passed on thanks from the bid team to the Board for having approved the extra financial support which enabled them to deliver a convincing bid against strong competition.

## **2. Declaration of Interest**

Members were reminded of the need to declare their interest in any items requiring a decision and to remove themselves from such decision making.

No members declared an interest.

## **3. Approval of Minutes**

One correction was made to the Minutes of 6<sup>th</sup> April to item 5 (the Executive Team Report) and these were duly approved.

## **4. Matters Arising**

Chair updated the Board on the recruitment of new Board members. A proposal for an additional two members had been put forward for Cabinet approval and once a decision had been made, Board would be informed. It was noted that the areas of competency that the two additional members would bring would be to the areas of strategic planning/commercial and performance which would complement the existing Board competencies and experience. Extensions to other Board Member's terms were in hand and DC would be following up with those Members concerned.

## **5. Executive Team Report**

LN introduced the Executive Team report. Board noted and agreed the following:

- Additional funding for Disability Swimming of \$287,200, as delegated to and agreed by UK Sport's Internal Investment Board. This followed a request to grant development level places for 2 named athletes preparing for London 2012 in ID events and for a further 4 places to be offered to ID athletes to cover development level potential for 2016.
- The decision of the Home Country Sports Councils to recognise Boccia as a sport.
- The appointment of Conor O'Shea Professor Jonathan Doust as non-executive Directors of the EIS Board.
- The appointment of Karen Webb as a Member of UK Sport's Major Events Panel which needed Board approval.

Board also noted the content of the Communications Report.

### **6.1 Performance Update**

Scott Drawer (SD) joined the meeting.

SD gave a confidential presentation on UK Sport's Research and Innovation Programme in the lead up to Games, which was highly commended by Members.

SD left the meeting.

### **6.2 Mission 2012 Panel – Terms of Reference**

LN introduced paper UKS 21 which provided Board with the Terms of Reference for the new Mission 2012 Panel which has recently been formed and covers both summer and winter Olympic and Paralympic sport. PK explained that the themes arising from both the previously separate Olympic and Paralympic M2012 Panels provided evidence that they were systemic and that this often led

to duplication of consideration. This was demonstrated by the number of issues raised on the Issue Management Tool, extracts and analysis of which were contained in the Executive Team Report.

Discussion followed on the fact that capturing data and information through M2012 was UK Sport's best listening tool. A question was raised as to whether this could be further developed in future to enable the same principles to be applied across home countries and sport participation to assist in strategic discussions between the sports councils.

In terms of the new Panel, Board is represented through Rod Carr. Board felt it would be useful to reflect in the Terms of Reference how Panel members are recruited and LN agreed to add that the CEO will lead the appointment of Panel Members (against a competency framework agreed by the UKS Board) supported by the Performance Director and the appointed Board member. This process would be added to the Terms of Reference.

### **7.1 Finance Update**

CW introduced paper UKS 22. CW reported that annual accounts are currently being prepared and that the annual audit is close to completion. The projected 2010/2011 outturn is breakeven on Exchequer funds and a modest deficit on the Lottery. A full review of 10/11, based on audited accounts, will be presented at the Board meeting in June. Board noted the possible significant upside in Lottery income but CW explained that any likely increase would only go to help narrow the income gap as we move into the Rio cycle.

CW made a final point that the National Audit Office had been in to UK Sport over recent weeks and had paid specific attention to the Athlete Personal Awards.

### **7.2 DCMS Funding Agreement KPIs 2010/11 and 2011/12**

Paper UKS23 summarised the outturn performance for 2010/11. All but two of the agreed KPI targets for 2010/11 had been met and Board noted the reasons behind this. Chair, on behalf of the Board, thanked the Executive team for this achievement and asked TH to look at ways of promoting this achievement, maybe through the Mission 2012 media briefing.

Board also considered the proposed KPIs for 2011/12, as discussed at the previous Board meeting. Officials had reflected on Board's input and minor changes had been incorporated. UKS are now working with DCMS to finalise the KPIs. It was agreed that people development initiatives were significant and should also be embedded into a KPI.

### **7.3 Recognition Paper – British Sledge Hockey**

British Sledge Hockey had applied for recognition as the UK NGB for Sledge Hockey and for the sporting activity of Ice Sledge Hockey. The case had been considered by the UK Recognition Panel who recommended that the application be rejected on the grounds that it does not fulfil the recognition criteria. After discussion, Board agreed to endorse this recommendation.

### **7.4 Policy Position Statement on Conduct**

A copy of UK Sport's Policy Statement on Conduct had been previously circulated and was noted by Board for information.

Board discussed whether it should be doing more or taking a stronger lead on the wider issue of integrity in sport and noted that it may be an area to revisit

in future.

## **7.5 Equality Policy**

Paper UKS 26 provided Board with an update on UKS Equality and Diversity work for 2010/11 and an outline of commitments for 2011/12 which was duly noted. It was recognised that, due to the current period of significant recruitment, the staffing profile presented was not current and that when this period of recruitment had been completed, DC would provide updated figures.

DC also reported that an internal audit of UKS recruitment policy had been carried out with no significant findings to report.

JV felt that there should be a more overt statement in the policy on diversity and why it was a good thing to have in itself. He also queries what actions are being taken to encourage/celebrate diversity. His comments were noted and DC was asked to take these back to the team for further consideration.

## **7.6 Merger Project Board – Minutes and Terms of Reference**

Members discussed the Terms of Reference and the Minutes of the first Project Board meeting and these were noted.

## **7.7 Board events calendar**

This was noted.

## **8.1 UK Sport 2013/17 Strategy Development**

Kevin Parker (KP) joined the meeting.

A presentation was given to accompany paper UKS 29 on initial proposals for the development of UK Sport's 2013/17 strategy. Board noted the priorities that had been clearly outlined in the CSR settlement – the ongoing commitments, the new commitments and scope for change.

Officers are seeking to put in place a process which ensures the Performance Investment strategy is effectively developed by the end of 2011 which would enable UKS to be in a position to offer NGBs and other key funded partners in the high performance landscape relevant engagement about post London funding prior to the Games. This would also enable momentum to be maintained through London and into the Rio cycle.

The project plan takes into account the conditions of the CSR settlement from October 2010 and also ensures Home Country engagement and consultation throughout the process to ensure effective alignment.

Board suggested minor amendments to references to governance and that there are sports that are well governed but perhaps do not have the performance results and vice versa and also to reflect areas that may not need to change under the next strategy. It was noted that the "Life after London" vision contains some of this evidence which could be utilised in this process. Comments were made on the need to also consider the potential for support beyond the Olympic and Paralympic Games.

Board were reminded that key decisions will need to be made as outlined in the timelines and that full representation at future Board meetings was important. If there were issues with attendance for Chairs of the HCSCs they were able to send CEOs (if available) in their place.

Board discussed the timescales and main actions of the process and agreed:

- That the Officers embark on the process outlined with a view to the 2013/17 Performance Investment Strategy and Approach being signed off at the December 2011 Board meeting.

Kevin Parker left the meeting.

## **8.2 Combining UK Sport/Sport England – update**

DC gave an overview on the combining of UK Sport and Sport England prior to the 2<sup>nd</sup> Project Board meeting to be held on 2<sup>nd</sup> June 2011.

The Executive Teams of both UKS/SE were meeting on 27<sup>th</sup> May to get to know one another better and discuss what a high level top line vision for the project might be.

DC outlined the staffing arrangements for the project team, confirming he is the overall Project Manager, with co-ordinators sitting within each of SE/UKS/DCMS. The key priority for the Project now is the creation and submission of a robust business case. DC's presentation covered the key elements of the business case i.e. strategic fit, economic viability, commercial viability and affordability. Costs would be at the heart of the business case as it has been confirmed that no additional monies are available to undertake the merger/combination in 11/12 or 12/13. Other factors include: location; timing (i.e. the operational delivery of the new merged environment and when it would cause least disruption); and the possibility for back office efficiencies in both UKS and SE.

There was also the need to explore possible governance models. At the Project Board meeting, there would be a consultation process on the governance structures for review and four options would be debated. The Chair asked that the Board be given an opportunity to discuss potential governance models at their next meeting ahead of the next Project Board. Members raised concern about the legal structure and the fact that both organisations were Royal Charter bodies which in their understanding added a degree of independence. Officials agreed to take this on board during discussions. Work had started on the development of the Business case and this, together with a recommendation, would be submitted to the Minister in the Autumn.

LM requested an update prior to the Welsh Board meeting on 11 July to ensure there is alignment in discussions at the Home Country level. DC agreed to share the outline options paper.

## **8.3 HR Update**

Rachel Webster (RW) joined the meeting.

DC and RW gave an update on staff turnover and recruitment and also the context of the facts and figures. Key headlines were that at Dec 2010 the number of staff was at 73, the current levels are 85 staff, while the full number of posts at UKS at April 2011 was 93. In the last year there were 23 leavers with a further 7 leaving in April / May 2011. Many leavers are moving to within the sport system being attracted to high profile positions.

DC also gave a presentation on the results of the staff survey and how the Executive would be responding to the messages emanating from the Survey. He agreed to bring a paper to the next meeting on employee engagement for 2011/12.

CH confirmed that the issues addressed by the presentation had been discussed at Audit Committee. Members thanked DC for a thorough update and the HR team for their hard work to date.

## **9. Any Other Business**

Board discussed paper UKS 30 which had been circulated prior to the meeting. Officials were asking Board to uniquely consider a recommendation for an additional investment of £162,600 in the sport of Disability Athletics for the period 2010/13 to be made from 1 April 2011. The 2011 IPC World Championships had taken place a month after the Mid-Cycle review and there had been no equivalent competition for Disability Athletics in the period since Beijing. Officers had undertaken a thorough analysis of the results of the GB team and the current programme and it was felt that additional financial resources are likely to have a significant impact on the medal potential for London.

After discussion, Board agreed to:

- **Increase podium places by 4, from 12 to 16**
- **Decrease development places by 4 from 42 to 38**
- **Make an increase in the 2011-13 investment award of £162,600**
- **Backdate award to 1 April 2011**
- **Allow accelerated spend (cashflow permitting) for spend before July 2012.**

## **10. Date of Next Meeting**

The next meeting will take place on 28<sup>th</sup> June 2011.